EXECUTIVE

OVERVIEW

MISSION

The mission of the Department of Executive is to provide overall management and direction to the Executive branch of Government. The key areas in which the Department is responsible for achieving results are:

- Coordinating and supporting the planning, implementation, monitoring and evaluation of initiatives and actions in support of cross-government goals.
- Providing policy, strategic, legislative and communications advice to support Cabinet and Ministers;
- Negotiating and coordinating the transfer of provincial-type powers and responsibilities with respect to public lands and resources; and
- Supporting effective corporate communications, and dissemination of appropriate economic, social and demographic statistics, to government employees, the public and other governments.

GOALS

The Department of Executive shall ensure effective:

1. Support for informed decision-making in planning, development and implementation of policies and programming
2. Conclusion of devolution and resource revenue sharing agreements
3. Coordination of Government operations, both between departments and between headquarters and the regions
4. Working relationships with Aboriginal and community governments
5. Management of the implementation of the GNWT Strategic Plan

BUDGET (2008/9)

Compensation & Benefits	$9,285,000
Grants & Contributions	$1,066,000
Other O&M	$2,589,000
Amortization	$36,000
Infrastructure Investment	-

POSITIONS (2008/9)

Headquarters (HQ)	58 positions
Regional/Other Communities	5 positions

KEY ACTIVITIES

Corporate Management and Serivces
Ministers' Offices
Executive Operations
Cabinet Support
- Corporate Communications

STRATEGIC ACTIONS

Continuing to Develop Governance (*Managing This Land)*
Conduct Program Review *(Refocusing Government)*
Strengthen Service Delivery *(Refocusing Government)*
Implement Phase II of the Framework for Action on Family Violence (*Building Our Future)*

STRATEGIC ISSUES

The four year business plan for the Department of Executive is guided by the goals, priorities and actions identified in the GNWT Strategic Plan, the operating environment in the Northwest Territories, and the need for the Department of Executive to achieve its mission and goals. There are several strategic issues that will impact on the department in the coming years and guide our planned activities.

Supporting Evidence-Based Decision Making

Leadership and successfully managing operations are dependent on information. The Department will support and strengthen planning, monitoring and evaluating of GNWT programs and services by: ensuring mechanisms are in place for informed decision making, enhancing the availability of the information needed for planning, monitoring and evaluating programs and policies, and establishing capacity to undertake reviews of programs and services to ensure their effectiveness.

Planning, Coordination, and Implementation of Government Priorities

Actions must be effectively planned and implemented for the Government to achieve the vision and goals outlined in the strategic plan. The Department of Executive plays a key role in the planning, coordination and implementation of government priorities. For the government to achieve the vision and goals outlined in the strategic plan, efforts must be effectively planned and coordinated. The Department must play a key role in not only supporting the development of the strategic plan, but also ensuring the effective implementation through a leadership role in four year and annual business planning process. This must also include reporting results on the business plans and on the overall progress towards the goals of the strategic plan and supporting adapting plans as required.

Inter-Departmental Coordination

Improving coordination within the GNWT is a key element to the GNWT's success. A priority of the 16th Legislative Assembly relates to improving coordination within the GNWT. The department plays a key role at a corporate level in advancing this priority. The Department of Executive is responsible for leading and coordinating the senior management of the territorial public service, managing the executive functions of the public service, and supporting the Senior Management Committee of Deputy Ministers in advancing GNWT priorities.

Regional operations within the department play a vital coordinating role at the regional level. This includes activity related to implementing government priorities, direction, and new initiatives and working on emerging regional issues that are cross-government in nature or require inter-departmental coordination to address.

Communications

Providing clear, timely and accurate information about government decisions, policies and activities is critical to the GNWT's ability to be transparent and accountable to its stakeholders and the general public. Government communications must provide the people of the NWT with sufficient information to know what their government is doing on their behalf, as well as to understand the factors, challenges and considerations that have influenced government decisions and activities. The decentralized structure of communications in the GNWT means that each department develops and delivers communications programs according to their individual needs and interests. While this

enables departments to more closely tailor their communications activities to departmental priorities, this can sometimes also limit the GNWT's ability to speak consistently and with a unified voice about overall priorities and matters of government-wide importance. The Department of Executive promotes a strategic, coordinated and consistent communications approach across government to promote broad understanding of the GNWT's priorities, decisions and activities.

Political Development

A long-standing objective of the territory has been to gain responsibility for the management of land and resources in the hands of Northerners. Land and resource management activities and corresponding resource revenue sharing arrangements are critical strategic issues that will continue to face the 16th Legislative Assembly. The department plays a lead role in negotiating a devolution agreement with the federal government.

Governments in the Northwest Territories are closely connected and rapidly evolving. The continued implementation of the Aboriginal inherent right presents the GNWT with unprecedented intergovernmental challenges, especially in the area of concurrent jurisdictions and serving a common citizenry. Regional offices of the Department of Executive play an important role, with other GNWT partners, in maintaining the relationship between the government and Aboriginal governments and organizations.

CORPORATE MANAGEMENT & SERVICES

Description

The **Office of the Secretary to Cabinet** is responsible for leading the senior management of the territorial public service, managing the executive functions of the bureaucracy, supporting Executive Council decision-making, and coordinating the development and implementation of government-wide direction. The Office is also responsible for the management of the Department of Executive and the planning, and administration of functions necessary to further the Department's mandate. The Secretary to Cabinet is accountable to the Premier for the proper conduct of business of the Department.

Corporate Services provides financial and administrative support to the Executive Offices, Commissioner's Office, Financial Management Board Secretariat, Department of Human Resources, Department of Aboriginal Affairs and Intergovernmental Relations, NWT Public Utilities Board, and the Women's Advisory Program.

2008/09 Resources

Budget:

Compensation & Benefits	$1,950,000
Grants & Contributions	$150,000
Other O&M	$459,000
Amortization	-

Staffing (Positions):

Headquarters (HQ)	11
Regional/Other Communities	0

Major Program and Service Initiatives

The Corporate Services Division will take the lead in training both finance staff and non-finance staff within the department in preparation for the implementation of a new financial enterprise resource planning (ERP). Key division staff will be involved in various cross departmental committees reviewing necessary business process changes that will be required as a result of the move to this new financial ERP. The final implementation is expected during the 2009 – 2010 Fiscal Year.

As the GNWT also heads towards the establishment of a shared services model for the provision of financial services, the Corporate Services Division will be required to prepare the department for the transition. Involvement in various cross departmental committees will be required and briefings to all departmental staff will be coordinated by the Division. Transition to a shared services model is expected to be initiated after the new financial ERP implementation has been completed.

KEY ACTIVITY 1: MINISTERS' OFFICES

Description

The Premier's Office The Premier's Office supports the Premier with the management of the executive functions of government and the operations of the Executive Council; and takes a lead in coordinating the government's activities related to the political development of the Northwest Territories.

The Ministers' Offices provide support for the Ministers, their offices and support staff. This includes salaries and operational expenses for the Ministers and their staff.

The **Public Utilities Board** is an independent regulatory agency responsible for the regulation of the energy utilities in the Northwest Territories. The main function of the Board is derived from the *Public Utilities Act*.

Major Program and Service Initiatives

The Premier's Office and Minister's Offices support the Premier and Ministers to ensure the effective and efficient operation of their offices.

Strategic Initiative Committees have been established to serve a number of needs, including the development and implementation of overarching and significant policy initiatives of GNWT.

The committees are also intended to facilitate increased engagement of Regular Members with Cabinet Ministers on important northern initiatives and to recognize both the need for full debate respecting a variety of competing perspectives, but also the need for consistent, coherent, and comprehensive positions on important matters facing the government.

2008/09 Budget:

Compensation & Benefits
$2,428,000

Grants & Contributions
-

Other O&M
$1,001,000

Amortization
-

Staff (Positions):

17 HQ
1 Regional/Other

Measures:

Measure 1
Annual reporting on ministerial travel and ministerial benefits.

KEY ACTIVITY 2: EXECUTIVE OPERATIONS

Description

Strategic Planning develops the government-wide strategic plan and ensures that it is effectively implemented; coordinates the four-year and annual business planning process, and provides strategic advice and support for cross-government planning activities.

The **Bureau of Statistics** ensures, as the central statistics agency, that government has appropriate statistical information and provides statistical advice and assistance to departments, regional offices and central agencies.

The **Office of Devolution** manages the GNWT participation in and represents the GNWT interest in the negotiations of devolution and resource revenue sharing agreements.

The **Program Review Office** coordinates reviews of specific program and services to clarify and confirm mandates, determine program effectiveness and recommend modifications such as elimination, reduction or service improvements.

Regional Operations are responsible for implementing Cabinet priorities and direction, coordinating GNWT program and service responsibilities in the region and transition planning at the regional level in preparation for the implementation of final self-government agreements.

Major Program and Service Initiatives

Planned activities over the four year period include:

- Increase support for cross-government business plan development, measuring and reporting on the implementation and results of business plans and the strategic plan.
- Enhance research, analytical and coordination support for cross-government planning activities.
- Refocusing devolution activities to address factors inhibiting an agreement, prior to resuming substantive negotiations.
- Establish the program review function to complete targeted reviews of programs and develop approaches to improve information that will support government strategic planning.
- Enhance available statistical information for the NWT by improving dissemination mechanisms, continuing new data development activities including the work with Statistics Canada, enhancing modeling capacity, and augment efforts in impact monitoring associated with resource development.
- Continue to enhance regional services by implementing the revised structure, providing support for strategic actions to strengthen service delivery at a regional and community level, improving overall inter-departmental coordination at the regional level, and continuing to represent the GNWT on projects with cross-government implications.

2008/09 Budget:

Compensation & Benefits
$3,089,000

Grants & Contributions
$125,000

Other O&M
$827,000

Amortization
$7,000

Staff (Positions)

17 HQ
4 Regional/Other

Measures:

Measure 1
Progress on implementation of the GNWT strategic plan

Measure 2
Percentage of key statistical measures that are current, consistent, and accurate

Measure 3
Use of statistical information and support

Measure 4
Number and value of program reviews completed

Measure 5
Percent attendance at regional management committee meetings

KEY ACTIVITY 3: CABINET SUPPORT

Description

Cabinet Support is responsible for ensuring systems are in place to support informed decision-making and to successfully implement Cabinet direction. Cabinet Support offers strategic communications counsel, a coherent approach to the legislative process, objective policy analysis and administrative support through the following activities:

- the **Cabinet Secretariat** provides broad policy advice to the Premier and Cabinet and support for all Cabinet operation, including maintaining the integrity of the Cabinet record and disseminating Cabinet direction.
- **Legislation and House Planning** is responsible for the provision of broad policy advice on legislative initiatives, support for the development of the legislative agenda, and a full range of administrative services in support of Cabinet business in the Legislative Assembly during Session.
- **Corporate Communications and Protocol** provides broad communications advice across government; promotes an integrated corporate approach to communications; communicates GNWT priorities within government and to the public; and provides protocol services for the GNWT.
- **Women's Advisory** supports the Minister Responsible for the Status of Women, and serves as a point of contact within the GNWT for governmental and non-governmental organizations that enhance the cultural, economic, political and social participation of women in society.
- providing office space and operational support for the federally appointed Commissioner of the Northwest Territories through the **Commissioner's Office**.

Major Program and Service Initiatives

Planned activities over the four year period include:

- Refocus efforts to document, inform, communicate and respond to Executive Council deliberations while maintaining the security and integrity of the official Cabinet Record.
- Enhance analysis and coordination to advance a proactive and integrated approach to corporate communications.
- Increase the public service's understanding of the cross-governmental issues that inform, and the decision-making processes that are followed in establishing and revising, government-wide priorities.
- Develop strategies to advance gender based analysis within the GNWT.

2008/09 Budget:

Compensation & Benefits
$1,818,000

Grants & Contributions
$791,000

Other O&M
$302,000

Amortization
$29,000

Staff (Positions)

13 HQ
0 Regional/Other

Measures:

Measure 1
Training provided on policy instruments and legislative and Cabinet processes

Measure 2
Percentage of Cabinet decisions disseminated in a timely manner

Measure 3
Number of assessment reports prepared for Cabinet consideration

Measure 4
Number of official protocol events facilitated

Measure 5
Number of Cabinet sponsored documents prepared for session

KEY ACTIVITY 3A: CORPORATE COMMUNICATIONS

Description

Corporate Communications is responsible for promoting a strategic, coordinated and consistent communications approach across government designed to improve the quality, reliability and effectiveness of GNWT communications and to promote broad understanding of the GNWT's priorities, decisions and activities.

Corporate Communications identifies opportunities for explaining government decisions and activities and develops strategies for delivering coordinated messages on overall GNWT priorities and issues of government-wide importance. The division works closely with departments to ensure communications reflect and support government-wide communications activities and to ensure that departmental interests are reflected in overall government communications initiatives.

Corporate Communications works to improve the GNWT's capacity to deliver effective communications by developing and advising departments on government-wide communications approaches and policies that support the delivery of relatively comparable communications programs across departments and which enable the government to ensure it is providing adequate information, while allowing meaningful opportunities for public and stakeholder input.

Corporate Communications monitors and evaluates the delivery of government communications to ensure that GNWT communications activities are contributing to improved public awareness and understanding of government decisions and actions while making effective and efficient use of GNWT resources.

Major Program and Service Initiatives

Planned activities over the four year period include:

- Enhance the GNWT's capacity to clearly and consistently communicate its activities and decisions at the government-wide and departmental levels.
- Improve the GNWT's use of communications technologies, such as the Internet, to communicate and engage with the public.
- Enhance the GNWT's capacity to monitor and evaluate the effectiveness of its communications activities.

2008/09 Budget:

Included as part of Cabinet Support Branch

Measures:

Measure 1
Growth in hits on the GNWT website

Measure 2
Effectiveness measure to be developed in 2008-09

STRATEGIC INITIATIVE: MANAGING THIS LAND

Action: Continuing to Develop Governance

Description

The Department of Executive will undertake two activities associated with the Continuing to Develop Governance action.

Land Use Framework: A guidance document will be developed to facilitate consistency in decision making by the GNWT in land management activities. The Framework will identify overall territorial interests, specific territorial interests in key processes and mechanisms related to land management, and provide strategic direction with respect to advancing and asserting those interests.

Devolution: This activity will involve continuing to participate in devolution and resource revenue sharing negotiations with Canada to facilitate the transfer of responsibility for land and resource management to the territorial government.

Objectives

Land Use Framework: With the purpose of developing a framework that will serve as a guidance document for GNWT involvement in land management activities, this activity will include the following objectives:

Objective 1 – Synthesize and document, in a spatial and statistical format, existing data and information regarding the NWT land resource base and the associated interests and investments.

Objective 2 - Identify, confirm and document territorial interests with respect to key NWT processes and mechanisms related to land management.

Objective 3 - Communicate and engage with other identified authorities and key interests to define and establish a common understanding of territorial interests related to land management; and, confirm the respective capacities, needs and priorities of regional and local authorities related to land management.

Objective 4 - Identify strategic direction and options for the GNWT to effectively advance and appropriately assert those territorial interests.

Devolution: Investment in devolution negotiations has the following objectives:

Objective 1 – An agreement that will facilitate the transfer of responsibility of land and resource management to the GNWT with an orderly transition and specific timetables.

Objective 2 - Ensure arrangements are appropriate to ensure capacity to undertake new responsibilities, capacity to mitigate impacts of development, and that the investments can be undertaken to facilitate the ongoing development of territorial resources.

Action Plan

Land Use Framework:

The NWT Land Use Framework is to be developed during 2008-09 and the work will be composed of three main phases:

Phase One - The first phase will focus on understanding what land use and land management related activity is currently occurring or proposed to occur in the NWT. It will consist of the collection, synthesis and focused analysis of a wide range of existing information. A key component of this phase will be to meet with and secure information and assessments from all parties with a direct role in managing the land and the land resources of the NWT. This phase provides the foundation for the remaining two phases.

Phase Two - The second phase will define the strategic directions by confirming the current nature of the Territorial lands interests and the role of the GNWT with respect to these interests into the future. This phase will consist of series of consultation workshops.

Phase Three - The third phase focuses on providing a set of specific strategies and actions to enhance the GNWT role in land management. The focus will be on GNWT governance, specifically identifying potential organizational enhancements, transitions, actions, consultations, communications and decision-making processes.

Devolution:

The nature of negotiations makes it a challenge to fully describe actions and steps needed to complete an agreement as other parties have an impact. The latest round of negotiations, which started in 2002, made considerable progress in a number of areas including, most importantly, a description of the transfer of responsibilities to the GNWT. Negotiations stalled when the extent of the negotiators' mandate was reached and the federal position on financial issues left several issues unresolved.

Concurrent with efforts to resolve the outstanding issues were complicating factors such as the overall national debate on the treatment of resource revenues within the provincial equalization program, the expert panel report on equalization and territorial formula financing, the proposed Mackenzie Gas Project, and a renewed federal commitment to consistency in approach across all jurisdictions.

Approaches need to be developed jointly with the federal government and other partners to ensure that the devolution and resource revenue sharing agreements address resource development impacts, the infrastructure deficit, reinvestment in the resource economy and other spending needs.

STRATEGIC INITIATIVE: REFOCUSING GOVERNMENT
Action: Conduct Program Review

Description

In order to advance the priority of the 16th Legislative Assembly to complete a thorough analysis of the efficiency, effectiveness and value of current government operations, the Department of Executive will establish capacity to undertake program reviews on an on-going basis.

Objectives

The objectives of the program review office include:

Objective 1 - Conduct targeted program reviews to address specific issues associated with program effectiveness or sustainability and recommend modifications such as elimination, reduction or service improvements.

Objective 2 - Lead the conduct of on-going program reviews to clarify and confirm mandates, determine program effectiveness, and recommend modifications such as elimination, reduction or service improvements.

Objective 3 - Develop and implement approaches to improve information available for program review, evaluation, monitoring and results reporting so that the effectiveness and efficiency of programs can be demonstrated.

Objective 4 - Develop and recommend approaches so that program effectiveness and efficiency can be considered during financial and strategic planning processes.

Action Plan

While overall responsibility for the Program Review Office will be with the Department of Executive, direction for reviews will be coordinated through the Refocusing Government strategic initiative committee. This committee will also .play a central role in establishing annual priorities for program review.

Departments whose programs are being reviewed will also play a central role in the review process. Senior management of the department whose programs are being reviewed will assist in coordinating the work, and expertise on the programs and services will come from departmental staff, in addition to providing detailed information on the programs.

The Program Review Office will be established in 2008-09 and initiate a number of review priorities, and will be fully operational for 2009-10 and on an on-going basis.

STRATEGIC INITIATIVE: REFOCUSING GOVERNMENT
Action: Strengthen Service Delivery

Description

The Department of Executive will play a coordinating role in the strategic action to strengthen service delivery. Two specific elements of this activity are providing inter-departmental coordination efforts associated with reform of GNWT boards and strengthening of service delivery in smaller NWT communities.

Objectives

The objectives for the strengthening service delivery action for the Department of Executive include the following.

Objective 1 – The objectives of board reform includes: achieving cost savings and better cost efficiencies; improving effectiveness and efficiency of boards; continuing local input in decision making; simplifying governance structures; identifying clear responsibilities, roles and powers; and improving administration and system issues.

Objective 2 – The objective of the examination of service delivery in smaller NWT communities is to better define the range of services to be provided in smaller NWT communities and then to determine steps to ensure appropriate programs are in place to effectively deliver those services.

Action Plan

Board reform includes the following actions.

2008-09 - Determine appropriate options for structural change.
Develop a detailed implementation plan, including required legislative or regulation changes.

2009-10 - Transition year to implement legislative changes, if needed, and complete other transition activities.

2010-11 - Implementation of structural changes.

Service delivery in smaller NWT communities includes the following actions:

2009-10 – Planning and initial changes in approaches.

2010 -11 –Implementation of proposed approach.

STRATEGIC INITIATIVE: BUILDING OUR FUTURE

Action: Implement Phase II of the Framework for Action on Family Violence

Description

An important element of the planned actions associated with the Phase II of the Framework for Action on Family Violence is to both conduct a baseline study of attitudes towards family violence as the Phase II activities were initiated and then to conduct a follow-up study at a later date to determine if changes in attitudes took place.

Objectives

The main objective of the activity is to support the implementation of Phase II of the Framework for Action on Family Violence by repeating the Attitude on Family Violence Survey that was initially conducted in 2007-08. The purpose of this activity is to measure change in attitudes towards family violence in 2011-12.

Action Plan

The initial survey took place in 2007-08, and the follow-up survey is to be undertaken in 2011-12 by the Bureau of Statistics within the Department of Executive.

INFRASTRUCTURE INVESTMENTS

No major infrastructure projects are planned by the Department of Executive during the 16th Legislative Assembly.

LEGISLATIVE INITIATIVES

There are no major legislative initiatives planned by the Department of Executive during the planning period.